

## CHAPTER 1

### II. VARIATION IN ORGANIZATIONAL CAPACITY BY SIZE OF POPULATION SERVED 2002

**Availability:** 32% of agencies serving populations up to 20,000, and 17% of agencies that serve populations from 20,001 to 40,000 are open less than 40 hours each week. The number of agencies open at least 40 hours each week decreased by 10 since June 2001. Each of the 10 serves populations up to 20,000. (See Graph 1.A. and Data Table 1.A.)

**Satellite Locations:** agencies serving populations up to 20,000 are least likely to operate satellite facilities; 30% have satellite locations. Agencies serving population sizes from 20,001 to 40,000, and 40,001 to 80,000, are twice as likely to operate satellite locations with 60% of them doing it. Fifty-four percent (54%) of agencies that serve populations greater than 80,000 maintain satellite locations. (See Data Table 1.B.)

**Extended Service Hours:** an increasing number of agencies offer services at either their main location or at satellite locations during hours beyond the normal workday. Ninety-three percent (93%) of agencies serving populations from 40,001 to 80,000 offer services during extended hours. Agencies serving populations up to 20,000 are least likely to offer services after hours, with 41% reporting this activity. (See Data Table 1.D.)

**Emergency Contact:** 75% of agencies serving populations greater than 80,000 rely upon pagers for emergency contact of staff. Only 29% of agencies serving populations from 40,001 to 80,000 use pagers for this purpose. Cell phones are the most common means of after-hours contact regardless of agency size, and the percentage of agencies using them ranges from 63% of agencies serving populations fewer than 20,000 to 85% of agencies serving populations from 20,001 to 40,000. (See Data Table 1.E.)

**Fiscal Management:** the percentage of agencies serving populations between 40,001 and 80,000 rating themselves as “very good” or better was equal to, or higher than, the percentage of all other sizes of agencies for 8 of the 10 financial and accounting functions included in the survey. (See Graphs 3.A.1. thru 3.A.10. and Data Tables 3.A.1. thru 3.A.10.)

Agencies serving populations greater than 80,000 are least likely to bill a third party for services they provide. Ninety-two percent (92%) of them bill Medicaid compared to 100% of agencies serving populations from 40,001 to 80,000. Sixty-two percent (62%) of the largest agencies bill Medicare, compared to 80% of agencies serving populations up to 20,000, and 15% bill private insurance compared to 29% of agencies serving populations up to 20,000.

Fifty-four percent (54%) of agencies serving populations up to 20,000 charge their clients for services, while 93% of agencies serving populations from 40,001 to 80,000 do so. (See Graph 3.B. and Data Table 3.B.)

**Technology:** agencies serving populations greater than 80,000 are more likely to be using MOHSIS for communicable disease surveillance than agencies serving smaller populations. Ninety percent (92%) of the largest agencies use the system, 80% of agencies

serving populations from 40,001 to 80,000 use it, but only 57% of agencies serving populations up to 20,000 are using MOHSIS. All agencies that serve populations greater than 80,000 have a web site. The percentage of agencies with a web site decreases systematically among agencies serving smaller population sizes. Only 21% of agencies serving populations up to 20,000 have one. (See Data Tables 4.C.3. and 4.G.)

**Quality Improvement:** 87% of agencies serving populations between 40,001 and 80,000 have staff designated to lead quality improvement efforts compared to 68% of agencies serving populations up to 20,000. Thirty-eight percent (38%) of agencies serving populations greater than 80,000 rate their capacity to utilize quality improvement principles and methods as “very good” or better compared to only 20% of agencies serving populations 20,001 to 80,000.

All agencies serving populations greater than 80,000 incorporate quality improvement or customer service components into employee performance expectations. Eighty percent (80%) of agencies serving populations from 20,001 to 40,000 do this, 75% of agencies serving populations up to 20,000, and 73% of agencies serving populations from 40,001 to 80,000 incorporate quality improvement into job performance expectations. (See Graphs 5.A. thru 5.C. and Data Tables 5.A. thru 5.C.)

**Strategic Planning:** agencies, regardless of size of populations served, are equally likely to have a strategic plan; 93% have a plan. However, 77% of agencies serving populations greater than 80,000 have updated their plan within the past two years while only 38% of those serving populations less than 20,000 have an updated plan. Agencies serving populations greater than 80,000 are also most likely to refer to their plan, with 69% reporting use of their plan ten or more times throughout the year. (See Graphs 7.A. thru 7.A.2. and Data Tables 7.A. thru 7.A.2.)